



National Park Service

Experience Your America

National Park Service Employee Training & Development

Annual Report for Fiscal Year 2001



Introduction to NPS Operations
The Stephen T. Mather Session
Yosemite National Park, California
September 23-December 13, 1957



Entry-Level Intake Class of 2003
At Fundamentals II
Albright Training Center
Grand Canyon, Arizona
November, 2001



NATIONAL PARK SERVICE EMPLOYEE TRAINING & DEVELOPMENT
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INTRODUCTION

The Fiscal Year 2001 Employee Training and Development (T&D) Annual Report from the National Park Service (NPS) marks the fifth year of reporting. The year has been one of successes and of transitions. The T&D Community chose to reassess direction based on the 1995 Strategy. This reassessment has influenced much of the year and will reshape the next.

The equivalent
of 79% of the
National Park
Service
permanent
workforce
participated in
Servicewide
Training &
Development
Programs in FY
2001.

As in past years, reporting participation continues to increase, thus making the results more reflective and comprehensive of the breadth and depth of learning opportunities throughout the system.

OVERVIEW

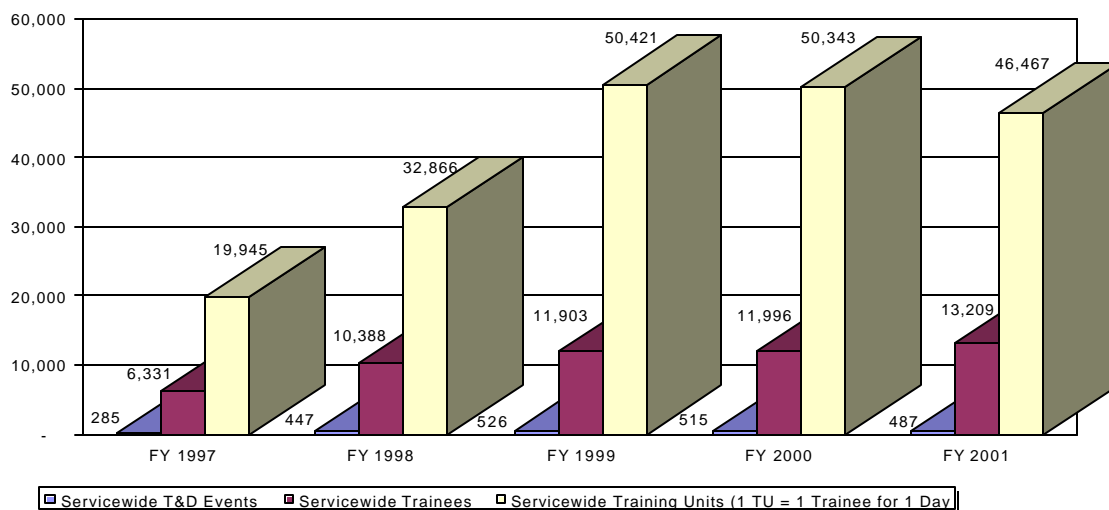
FY 2001 Outputs. The Servicewide Training & Development Program held 487 events generating 46,467 Servicewide Training Units (one Training Unit = one trainee x one day). This output is very similar to the past two fiscal years.

One major difference this year over last is the number of NPS employees involved in these events. In FY 2001, 13,209 employees participated in the various programs, a 10% increase over last fiscal year. This number of employees effectively means that the Servicewide Training & Development Program involved the equivalent of 79% of the NPS workforce (16,690 permanent employees) in its programs. (Source: *Human Capital Review*; Office of Equal Opportunity; NPS/DOI; November, 2001; p. 3.)

This trend of higher participation in training events reflects increased use of Technology Enhanced Learning (TEL) by NPS employees, especially Internet & Intranet programs and satellite broadcasts. The tendency of more shorter-length programs with higher numbers of employees participating at their duty stations or close-by hubs will continue to increase.

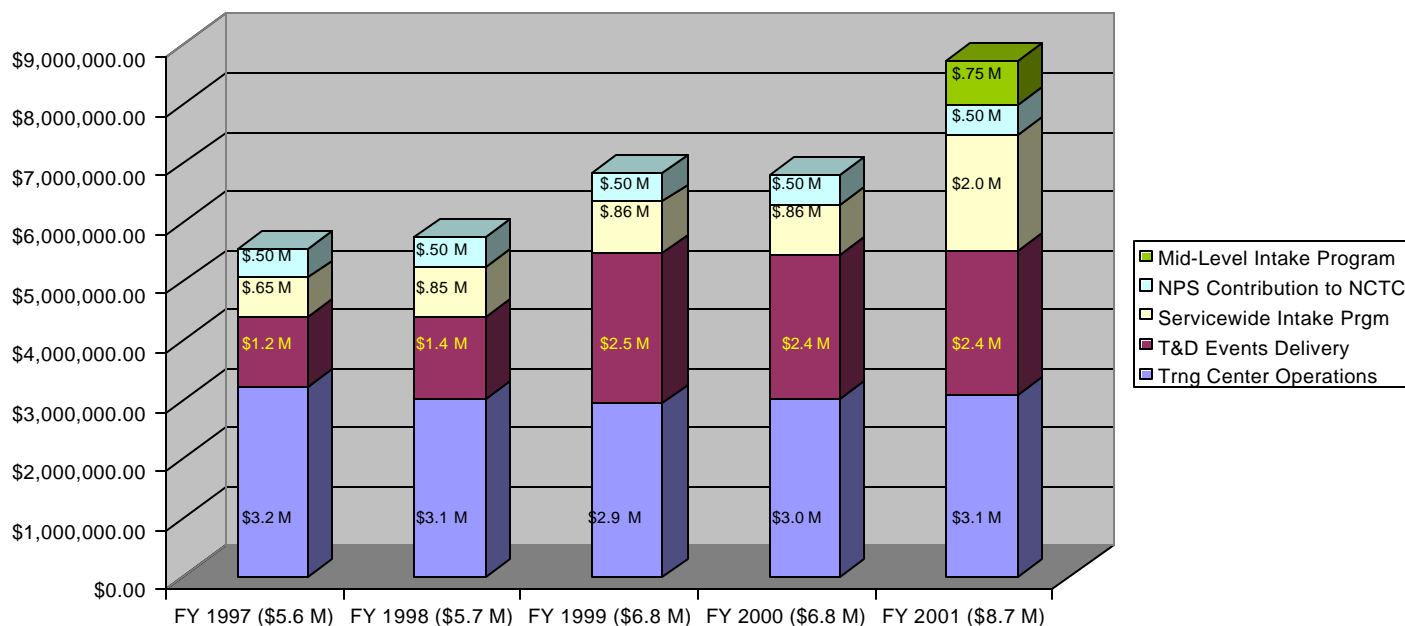
A comprehensive chart of the last five years of outputs by the Servicewide Training & Development Program is found below (Figure 1: "Summary Chart—Servicewide Training & Development Outputs, FY 1997-FY 2001"):

Figure 1: Summary Chart--Servicewide Training & Development Outputs, FY 1997--FY 2001



Funding. Servicewide Training & Development funding levels for FY 2001 (\$8,720,000) reflect two major increases in FY 2001. This represents a 28% increase over FY 2000, a significant expansion for the program. (See Figure 2: “Funding Levels—Servicewide Training & Development Program, FY 1997-FY 2001”.)

Figure 2: Funding Levels--Servicewide Training & Development Program, FY 1997-FY 2001



The first increase of over \$1.0 million occurred in the Servicewide Intake Program. This addition redirected Regional and Park Intake funds to a centralized fund. By making this shift, the Intake Program can better place Intakes, maintain consistency in funding Intake salaries, manage two programs at once, and provide more assistance with permanent change-of-station costs.

A second addition involved a base increase of \$750,000 to fund the new NPS Mid-Level Intake Program. This program directed at recruiting new mid-level employees compliments the current Intake Program that focuses on new entry-level employees.

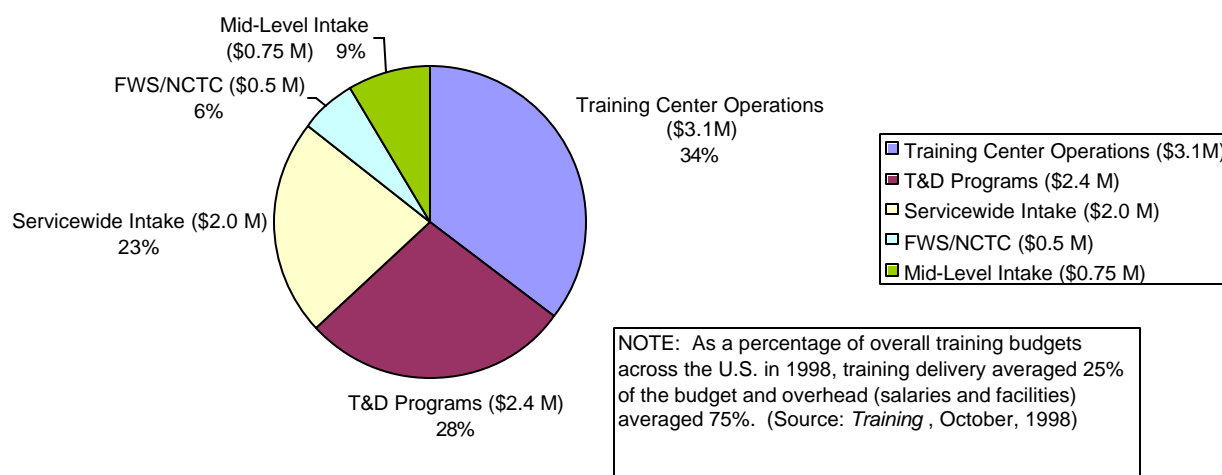
For the fifth year, the Servicewide Training & Development Program transferred \$500,000 to the Fish & Wildlife Service to help support the operation of the National Conservation Training Center in Shepherdstown, West Virginia. This contribution assures minimum levels of involvement in NCTC function by NPS employees.

The
Servicewide
Training &
Development
FY 2001
budget of
\$8.72 million
increased
28% due to
increases for
the Intake
Programs.

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For the past two years, funding for the delivery of NPS Career Field curricula and for the operation of Servicewide Training Centers has remained constant. The training centers continue to significantly surpass the national average for percentage of budget devoted to training and development delivery and to stay well below the national average for percentage of budget used to operate its training centers. (See Figure 3: “Servicewide Training & Development Funding, FY 2001”.)

**Figure 3: Servicewide Training & Development Funding, FY 2001
(Total = \$8.72 M)**



The average cost of delivery of one Servicewide Training Unit (one NPS Training Unit = one trainee x one day) in FY 2001 was \$129. This cost is based on the overall Servicewide Training & Development budget minus the Servicewide Intake and Mid-Level Intake Programs. This cost compares favorably to \$125 per Training Unit in FY 2000 and \$124 per training unit in FY 1999.

The average cost of delivery of one Servicewide Training Unit in FY 2001 was \$129—FY 2000 was \$125 and FY 1999 was \$124 per TU.

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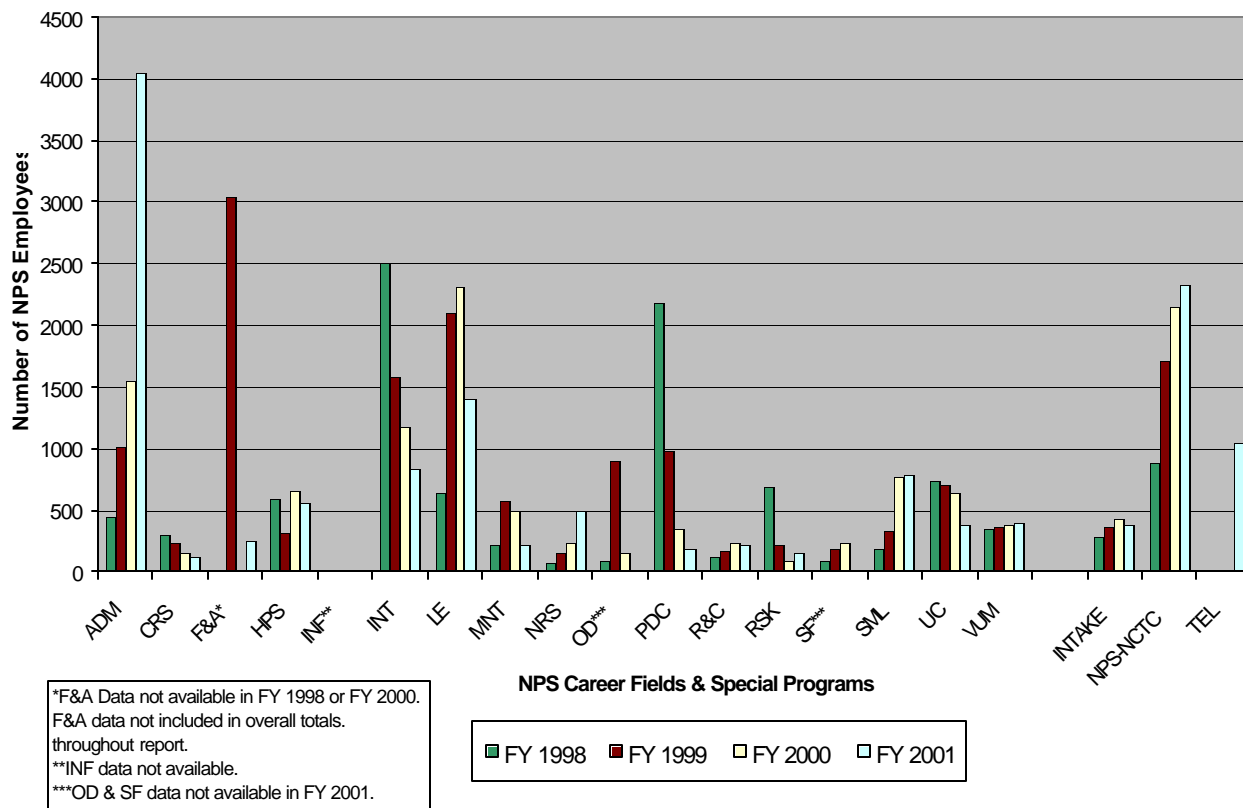
Trends and Shifts. Specific trends and shifts in FY 2001 include:

- Huge increases of involvement by NPS employees in the Administration & Office Management Support Career Field (+160%) are directly related to participation of a cross-section of NPS employees in the Intranet-delivered SmartPay and Fundamentals of Financial Management programs. (See Figure 4: “NPS Employees Attending Servicewide T&D Events by Career Fields, FY 1998-FY 2001”.)

The
Servicewide
Training &
Development
Program
sponsored 487
events in FY
2001 for
13,209
NPS
employees.

**Figure 4: NPS Employees Participating in Servicewide T&D Events
by Career Fields, FY 1998–FY 2001**

(FY 1998 = 10,388 Trainees) (FY 1999 = 11,903 Trainees)
(FY 2000 = 11,996 Trainees) (FY 2001 = 13,209 Trainees)



- For the first time, the Technology Enhanced Learning (TEL) Program is reported as an NPS Special Program. In its first year of full operations, TEL reached over 1,000 employees at downlink hubs across the National Park System. This trend is expected to occur as more hubs are established.

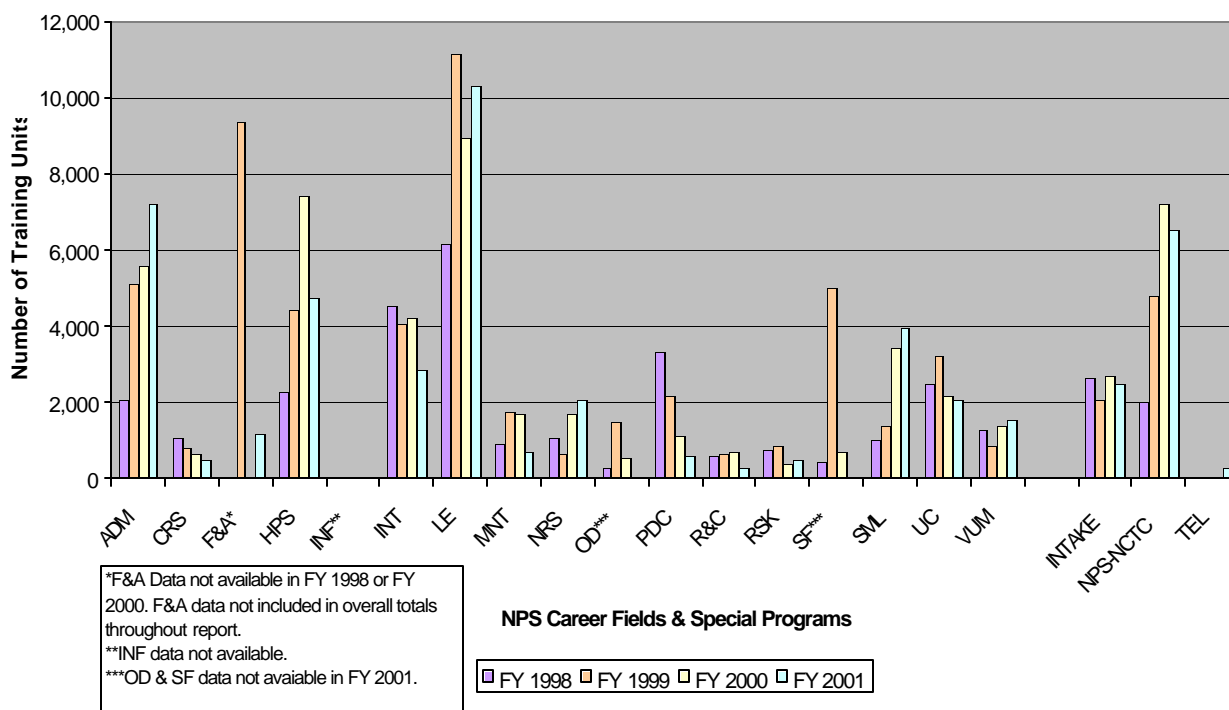
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- NPS Training Unit outputs by the various NPS Career Fields and Special Programs fluctuate from year-to-year and is a normal process. (See Figure 5: “Number of Training Units by Career Fields, FY 1998-FY 2001”.) These fluctuations are largely a result of funding increases/decreases, timeouts to complete needs assessments and core curricula, and choices of delivery methods. In FY 2001, large increases in Training Unit outputs occurred in Administration, Law Enforcement, Natural Resources Stewardship, and Supervision, Management, & Leadership.

For the last three years, the Servicewide Training & Development Program generated a yearly average of over 49,000 Training Units.

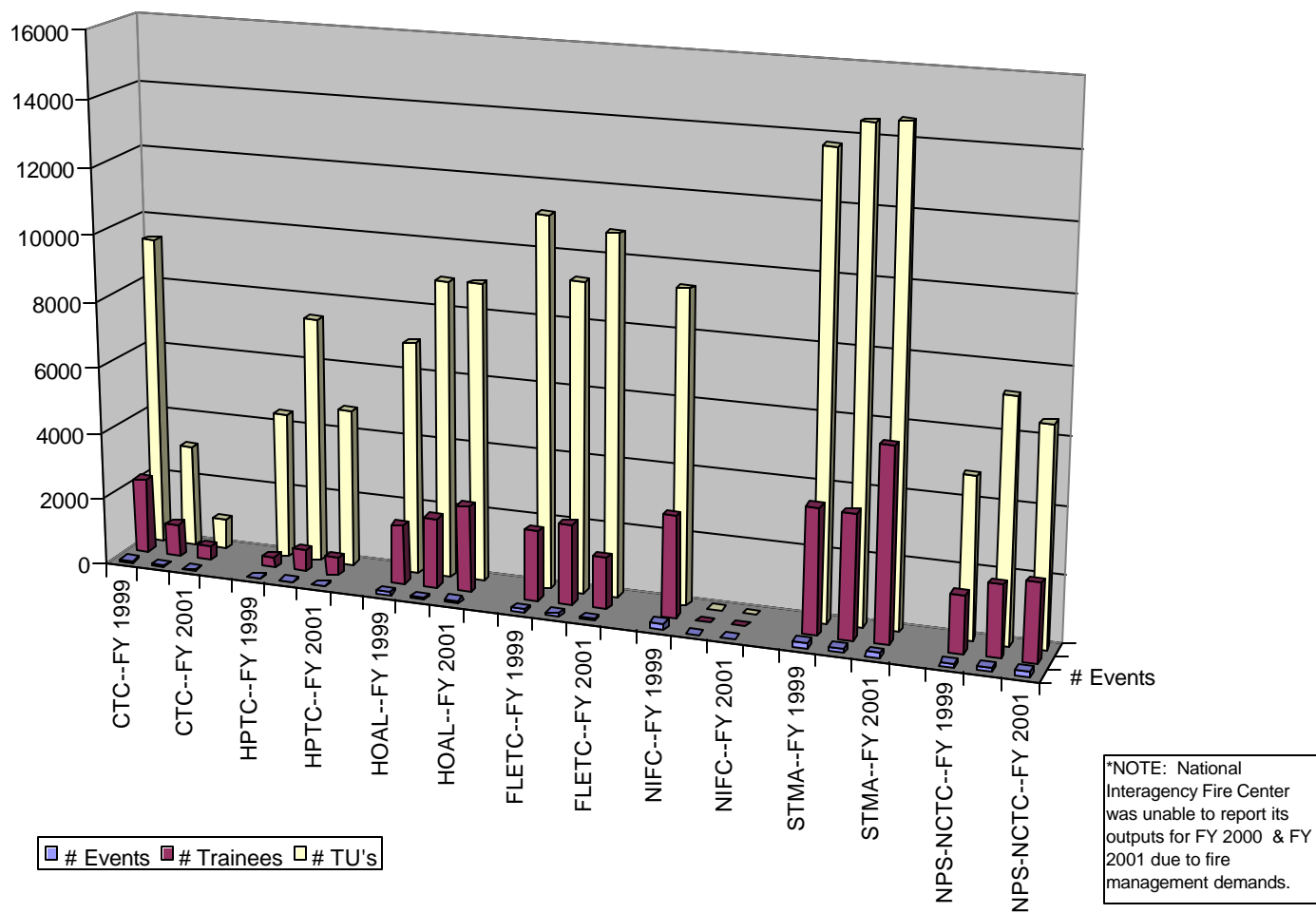
Figure 5: Number of Training Units (TU's) by Career Fields
(1 TU = 1 Trainee x 1 Day), FY 1998–FY 2001

(FY 1998 = 32,866 TU's) (FY 1999 = 50,421 TU's)
(FY 2000 = 50,343 TU's) (FY 2001 = 46,467 TU's)



- Servicewide Training Centers outputs showed normal fluctuation in FY 2001 compared to the previous two years, except for Capital Training Center which was closed much of the year as it moved to a new location during the Department of Interior’s rehabilitation. The terrorist attacks of September caused the Capital Training Center to relocate back to DOI just as it was ready to open in its new setting. Other significant increases and decreases from one year to the next among the training center are largely a result of which Career Fields used TEL and Internet/Intranet delivery methods. (See Figure 6, “NPS Training Center Outputs, FY 1999-FY 2001”.)

Figure 6: NPS Training Center Outputs, FY 1999--FY 2001



- Four of seven NPS Regions—Intermountain, National Capital, Northeast, and Southeast—generated reports this year. No reports were received from either National Service Center. Of those reporting, impressive outputs were accomplished. Since inconsistency exists among the reporting methods used by the Regions and Service Centers, it is not possible to generate a complete picture. However, the general trend seems to be one of increased output. (See Appendix D: “Regional & Service Center Outputs, FY 1999-FY 2001”.)

The Intermountain Region compiled park training results for the fifth year in a row. In FY 2001, 32 IMR parks conducted 571 parkwide training events for 7,252 employees, producing 10,469 parkwide training units.

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- **National Conservation Training Center (NCTC).** Use of the National Conservation Training Center by National Park Service employees continues to increase each year (See Figure 6). During the fourth full year of NCTC's operation, the facility was used by 2,319 NPS in FY 2001, an 8% increase over last year. The growth in NPS use of the NCTC facilities continue in the following areas: (1) use of NCTC to conduct NPS Servicewide Training & Development events; (2) use of NCTC by various NPS groups for meetings; (3) attendance at NCTC training events by NPS personnel; and (4) participation of NPS employees in interagency training and TEL events. (See Figures 4 and 5).

Use of the National Conservation Training Center by over 2,300 National Park Service employees rose in FY 2001 by 8% compared to FY 2000.

- **Realignment.** In August, 2001, the Technology Enhanced Learning (TEL) Program was transferred from Albright Training Center to Mather Training Center in order to place the TEL Program Manager closer to TEL facilities such as the video studios at NCTC in Shepherdstown, West Virginia. The TEL Program Manager relocated and Mather Training Center is his new duty station.

The Crystal Owl Award for Training and Development Excellence Program recognized eight individuals, two teams, and one partner in FY 2001 for their outstanding contributions to the National Park Service Training & Development Program.

- **Crystal Owl Awards.** The Crystal Owl Award for Training and Development Excellence recognition program for outstanding contributions to the NPS Training & Development Program honored eight individuals and two teams in FY 2001. A new category—the Crystal Owl Partnership Award—was established in FY 2001. One partner received this first ever award. (See Appendix D for a description of the program and this year's honor role of recipients.)

• **T&D Personnel Shifts.** Many shifts in Training & Development personnel occurred or were announced in FY 2001. Visitor Use Training Manager Chuck Anibal at Mather Training Center retired in June after nearly 35 years of Government service. Supervision, Management, & Leadership Training Manager Marta Cruz Kelly at Albright Training Center transferred to the Office of Surface Mining. Information Management Training Manager Will Brimberry of the Capital Training Center transferred to the Department of Defense. Planning, Design, & Construction Training Manager Dennis Nagao at Denver accepted a new position at the Center. Natural Resources Stewardship Training Manager Bob Karotko at Albright Training Center announced his appointment as Superintendent of National Capital parks-Central to take affect in FY 2002. Interpretation Training Manager Dave Dahlen at Mather Training Center announced his appointment as Chief of Interpretation at Glacier National Park to take affect in FY 2002. And Leader of the Servicewide Training & Development Program/Superintendent of Albright Training Center Ed Carlin announced his retirement to take affect in January, 2002. All of these individuals have contributed greatly to the Servicewide & Development Program during their tenures and will be severely missed.

TAKING ANOTHER LOOK

The Training and Development Community along with partners and customers came together in Oregon (March 2001) to celebrate successes and explore the future. The meeting reflected on the 1995 T&D Strategy and determined direction and focus for the program over the next few years. Seventy people including customers and partners attended. The large group developed a refined mission, guiding principles, and strategic goals. A smaller group called the Strategic Implementation Steering Committee took on the refinement and guidance role after the March meeting. Results from this effort include the refined mission statement, new strategic goals and guiding principles, and a proposed “core business” description follow:

MISSION

The NPS is committed to individual and organizational effectiveness in order to accomplish its strategic goals.

Training and Development is a catalyst for the NPS to engage in continuous learning, professional growth, and organizational effectiveness.

The professional Training and Development Community focuses on working with agency leaders to predict and develop strategies/approaches that contribute to a workforce capable of accomplishing NPS strategic goals.

GUIDING PRINCIPLES

Guiding Principles provide the context in which we accomplish our work.

1. Our actions support the NPS strategic plan and workforce challenge.
2. We serve the NPS workforce. We take direction from NPS leadership responsible for establishing strategic direction for the bureau. We provide services to employees to enhance their capacity to respond to organizational needs.
3. We partner with Human Resources to produce a workforce capable of achieving the NPS strategic goals.
4. We create development opportunities with government partners and private organizations to increase our capabilities and performance.
5. We get better results for the NPS by working as an interdisciplinary multilevel team.

STRATEGIC GOALS

1. Develop a more flexible and capable T&D organization that is responsive to NPS leadership and strategic goals.
2. Build a competency-based, integrated system for managing employee performance.
3. Ensure all employees are grounded in the history and mission of the NPS and understand their contributions to our success.

4. Develop and implement a measurement system to monitor the effectiveness of what we do.
5. Develop an agile workforce that is capable of responding to changing organizational and personal needs.

CORE BUSINESS

Core Business describes the essence of the work accomplished by an organization. The draft statements below reflect the belief that learning throughout a career is the aspiration and focus for NPS Training and Development. Each of the core business elements is broad enough to include many different ways to learn and grow both individually *and* as an organization. Further refinement will yield a recommended organization structure to support accomplishment of the core business, and will be underway in FY 2002.

CONNECT WITH CUSTOMERS

- Ask customers what they want
- Communicate learning opportunities
- Evaluate customer satisfaction

PROVIDE LEARNING OPPORTUNITIES

- Define core curriculum based on competencies
- Design and develop learning opportunities
- Determine delivery methods and sources
- Offer an annual program of learning opportunities to meet organizational and employee needs
- Conduct on-going evaluations of programs and apply lessons learned

IMPROVE ORGANIZATION EFFECTIVENESS

- Increase understanding of how organizations work by looking at systems and processes
- Work with clients to determine individual and organizational needs
- Facilitate solutions for growth and change
- Assist clients in evaluating outcomes
- Share lessons learned with the larger organization

INTEGRATE TRAINING AND DEVELOPMENT, HUMAN RESOURCES, AND EQUAL EMPLOYMENT PROCESSES

- Identify processes that can be integrated
- Integrate these precesses
- Evaluate effectiveness

HIGHLIGHTS FROM CENTERS, CAREER FIELDS, AND REGIONS

The dimension of the NPS Training and Development program is reflected in the following highlights. Partnering continues to increase so that both expertise and funding are leveraged to deliver the best possible learning opportunities to employees. The value of working with others to practice and learn more about conservation and preservation values is evident in a myriad of the highlights.

Servicewide Training Centers

HORACE ALBRIGHT TRAINING CENTER (HOAL)

- Permanent Exhibits were completed and installed In Kowski Hall under contract this year. The newest portions of the exhibits were organized under the theme of *Achieving Excellence*. The National Park Service Mission, Core Values of the NPS, the Albright Wirth Scholarship Fund, the Training Centers, and awards including: STAR Awards, Crystal Owl Awards, Partnership Awards, the Harry M. Yount Award for Excellence in Rangering, as well as awards for sustainability interpretation, cultural and natural resources were highlighted. Color photographs donated from employees throughout the service, historic photographs from NPS archives, the NPS Arrowhead, and objects donated by Eastern National and the National Park Foundation, were featured. These new exhibits complement other exhibits installed over the last three years which interpret Horace Albright and the diversity of NPS leaders, NPS employees at work preserving resources and protecting visitors, and trainees from each of the Career Fields in the National Park Service.

During each of the past five years of operation, the Servicewide Training & Development Program conducted an average of over 800 training events for 10,750+ NPS employees, generating 40,000 Servicewide Training Units a year.

FEDERAL LAW ENFORCEMENT TRAINING CENTER (FLETC)

- By using the information and recommendations of the International Association of Chiefs of Police ((IACP) study, the FLETC Program validation process, and seeking input through numerous meetings with individual employees, the Basic Ranger Training Program at the FLETC was completely remodeled. The new program not only expands the knowledge gained in law enforcement skills, but now covers many subjects such as resource management, maintenance, administration, legislative process, uniforms, history, mission, retirement, safety, fire and archeology.
- FLETC representatives participate as members of the Department and the NPS Federal Law Enforcement Training Accreditation Strategy Team. This team is tasked by congress to “establish an accreditation program for federal law enforcement training to ensure that it is consistent with and meets the established standards.” The team is responsible for the development of specific plans and processes necessary to ensure successful implementation of this strategy.
- The Center completed one full year with no employee accidents.

HISTORIC PRESERVATION TRAINING CENTER (HPTC)

- The Historic Preservation Training Center continued or initiated 78 preservation projects in FY2001; this was 5 more total projects than were undertaken in FY2000. The completed 2001 HPTC projects maintained or improved park or partner historic structures to good condition. The HPTC had two uncompleted projects that continued into in FY2002, as opposed to 16 uncompleted projects at the end of last year. The dramatic decrease in "carry-over" projects were the result of improvements in project management functions that insured projects stayed within the budget and on schedule.
- The fourth two-year Preservation and Skills Training (PAST) 2001 class began training in the first quarter of FY01.
- FY01 HPTC revenue and the total number of completed projects marked our 8th consecutive yearly increased where actual revenue has exceeded target revenue.

STEPHEN T. MATHER TRAINING CENTER (STMA)

- Mather Training Center had another banner year in FY 2001: It coordinated 125 Servicewide Training & Development events, serving 5,775 NPS employees. These offerings generated 14,567 NPS Training Units (1 Training Unit = 1 Trainee for 1 Day), a slight increase over last year's record output. A huge increase in the number of NPS employees participating in Mather events (+56%) resulted from the increased use of the Administration Career Field's Intranet-based training programs. Additionally, the NPS partnership with the National Conservation Training Center (NCTC) generated another 6,519 NPS Training Units through the participation of 2,319 NPS employees in 150 different programs held at NCTC.
- On-campus residency by trainees and instructors ended at the beginning of the fiscal year when Cook Hall Dormitory had to be closed due to inadequate fire suppression systems, non-accessible rooms, and antiquated facilities. In March, 2001, Mather Training Center received notice that its long-awaited Line-Item Construction Request for upgraded residencies for trainees and instructors will be funded for construction in FY 2004. A Value Analysis determined that the most efficient and beneficial alternative for a Mather residency program is to remove its old Mission 66 houses and construct a new lodge with private rooms and efficiency apartments. Until then, trainees and instructors are housed in local motels.
- Mather Training Center staff produced the *NPS FY 2002 Training & Development Servicewide Scheduled Events Calendar*, which was distributed by mail to home addresses of all permanent NPS employees in July, 2001. This marks the second year the Service has published and delivered an annual training schedule of events three months ahead of time.

Resource Centers

The Olmsted Center for Landscape Preservation, Conservation Study Institute and the National Center for Preservation Training and Technology are National Park

Service programs that participate as Resource Centers in the Servicewide Training and Development Community. As Resource Centers, these programs collaborate on coordinating training events, developing training curriculums, preparing technical publications, providing field experiences, and establishing educational partnerships.

OLMSTED CENTER FOR LANDSCAPE PRESERVATION (OCLP)

The Olmsted Center for Landscape Preservation strengthens the capacity of parks to manage cultural landscapes as part of our national heritage. The Olmsted Center provides a full range of technical assistance to historic properties in cultural landscape research, planning, stewardship and education.

- The Center graduated five participants in the Arborist Training Program. The program is an eighteen-month career development curriculum that enhances the capacity of parks to protect and preserve trees in cultural landscapes.
- Working with the Boston Community Partnership, a collaborative program of the National Park Service and the National Parks Conservation Association, the Olmsted Center and Boston National Historical Park coordinated a two-day workshop on tree care for inner city youth. Fifteen Boston Urban Youth Program students participated in the training that covered topics such as tree biology, maintenance, climbing, and pruning.

CONSERVATION STUDY INSTITUTE (CSI)

- The Conservation Study Institute launched a new program initiative, the NPS Superintendent's Leadership Roundtable, with the support and participation of the Northeast, Intermountain, and Pacific West Regions. In May 2001, the first session was held in Bigfork, Montana, for the program's pilot cohort of twelve superintendents. The Superintendent's Leadership Roundtable is conducted for and by park managers to enhance their skills in meeting the leadership challenges associated with the accelerating pace of change and organizational transition.
- In November 2001, the Conservation Study Institute, in collaboration with The Conservation Fund, U.S. Fish and Wildlife Service/National Conservation Training Center, NPS Planning and Special Studies Program, the Sonoran Institute, and The Woodstock Foundation offered a one-week course "Balancing Nature and Commerce in Gateway Communities." Public land managers and their partners in adjacent communities attended this training program. The course gave participants the opportunity to discuss how to more effectively collaborate in identifying and addressing gateway issues through partnership initiatives.

NATIONAL CONSERVATION TRAINING CENTER (NCTC)

- Use of the National Conservation Training Center by National Park Service employees continues to increase each year (See Figure 6).
- During the fourth full year of NCTC's operation, the facility was used by 2,319 NPS in FY 2001, an 8% increase over last year.

Career Fields and Special Programs

The Servicewide Training and Development Program consists of 17 National Park Service Career Fields and several Special Programs. Each NPS Career Field represents a collection of occupations and tasks that require achievement and demonstration of similar performance competencies. Training Manager is assigned to each NPS Career Field to represent the group of employees within it. The Servicewide Training and Development Program also conducts several special programs that receive designated funding each year, and are coordinated as separate T&D programs.

ADMINISTRATION AND OFFICE MANAGEMENT SUPPORT (ADM)

- The Contracting Officer's Representative training program became part of the Servicewide Administrative program. Fifteen instructors representing every NPS region were trained to deliver the 24-hour basic and 8-hour refresher course at least two times in each region every year. To support this effort, the COR database was established at Mather with a database manager. The database contains the Servicewide COR training records for all employees and is available to all parks and offices via the Internet in a read-only format.
- The SmartPay Charge Card Intranet training was accepted well throughout the Service. The mandatory training reached several thousand employees during the year. Many regions and parks are now requiring this training as an annual refresher for their employees in proper use of the card for travel and small purchases.

CULTURAL RESOURCE STEWARDSHIP (CRS)

- Based on the results of the Servicewide CRS Training Needs Assessment, a training work group was established to develop and implement a competency-based training and development course of study to help Facility Managers/Chiefs of Maintenance to attain their CRM competencies.
- The "Summary of the Results of the Cultural Resources Stewardship Servicewide Training Needs Assessment - Final Report." was prepared and distributed. The data is being used to guide the development and implementation of a Servicewide cultural resources curriculum to deliver competency-based training to employees in and associated with the career field.

FIRE & AVIATION MANAGEMENT (F&A)

- The Fire & Aviation Management Program includes such programs as Technical Fire Management, Fire Management Mentoring Program, Burn Boss Refresher, ICS, Prescribed and Wildland Fire Training.

HISTORIC PRESERVATIONS SKILLS AND CRAFTS (HPS)

- Additional progress was made over the last year in the preservation of the Gambrell House. A funded FY01 Cyclic Maintenance project allowed the Center to complete exterior window preservation on two facades of the house.

An approved FY01 Repair/Rehab project permitted the Center to install a security and well-water treatment system at the Gambrill House. At the end of the fiscal year all the exterior preservation work at the South, East, and North elevations, with the exception of window shutters repairs, was completed.

INTAKE PROGRAM (Intake)

- Achieved Government Performance and Results Act (GPRA) goals for competency attainment with all trainees successfully gaining final placement while maintaining a retention rate for the Class of 2001 of 96 percent.
- Successful hiring of a new class of trainees in accord with the Service's succession planning needs consisting of over 75 percent underrepresented, highly qualified candidates.

INTERPRETATION, EDUCATION, AND COOPERATING ASSOCIATIONS (INT)

- The Interpretive Development Program Matching Funds initiative sponsored 46 training events for 830 employees who received training in either the essential interpretive competencies or the new Interpretive Leadership Seminar.
- In FY 2001, 436 interpretive programs/products were peer-reviewed for professional certification through the Interpretive Development Certification Program. Each submitter received written peer-coaching feedback comments.

MAINTENANCE (MNT)

- The training responsibilities for the Facility Management Program's varied components were handed off to Washington Park Facility Management Division (WASO-PFMD). The continuity of educational design is being provided through T&D's Cooperative Agreement with Indiana University (IU). Joint work with IU has resulted in the implementation of systems to measure the efface of our educational design and the implementation of standards for instructor training which laid the foundation for the upcoming certification as Adjunct Professors by the University and the issuance of Continuing Educational Credits in FY02. WASO-PFMD has hired a training manager to oversee the training component of the Facility Management Program and to develop curriculum for facility manager development.
- Joint work with the DOI Planning Design Construction & Maintenance Council's Training Team opened 28 classes offered by other Bureaus to NPS employees. The Division Chief Class was successfully piloted.

NATURAL RESOURCES STEWARDSHIP (NRS)

- Regional Environmental Coordinators teamed up with the WASO Environmental Quality Division and the NR Training Manager to offer ten (10) NEPA/ D.O. #12 courses across the lower 48, Alaska and Hawaii. More employees were trained in NEPA this year then the combined total trained over the last several years.

- With monies from NRPP, two courses were conducted that focused on the Administration of Scientific Research and Collecting Permits. A grant from NASA sponsored a joint course with the Fish and Wildlife Service for Using Satellite Imagery as an Interpretive/Resource Management Tool (An Introduction to Remote Sensing). Funding from the Biological Resource Management Division and the NR Training Manager supported both an IPM Course and a Termite Management Workshop. The NR Training Manager teamed up with National I&M Program Manager to present a Servicewide I&M training at Channel Islands.
- A two-week pilot course called *Natural Resource Manager Renewal* brought together 21 mid-level natural resource managers from across the Service – each region was represented. The course was designed to enhance the academic training of employees working in professional natural resource management positions.

NATIONAL PARK SERVICE-NATIONAL CONSERVATION TRAINING CENTER (NPS-NCTC) INTERAGENCY PARTNERSHIP

- Provided coordination and logistics support for over 2,300 NPS users at NCTC in FY 2001.
- Actively participated in the design, development and presentation of the first ever NPS/FWS/NASA “Introduction to Remote Sensing” Training. The training was a huge success with another course to be offered in FY 2002.
- Completed co-chairing the Interagency Diversity Training Workgroup (IDTW) for two and a half years. In April 2001, presented a four-hour satellite broadcast reaching over 1,000 DOI employees. The IDTW consists of seven agencies within DOI and the Office of the Secretary, EEO Office.
- Participated in the design and delivery of an interactive television workshop entitled “Gateway Communities- Keys To Success”. Some 291 public, private and nonprofit individuals participated in this workshop at 58 downlink sites located in 30 states across the country.
- Participated as an active member on the Intra-agency Training Workgroup. Agencies participating on this workgroup include NPS, FWS, BLM, USGS and DOI University. The workgroup is tasked with reviewing all training within respective agencies and to determine where there is overlap and duplication of effort. The Training Directors of each of the agencies make a final decision on which training events will be combined. Another major initiative of this workgroup is to produce an interagency electronic training catalog that is available to all employees within the respective agencies.

ORGANIZATION DEVELOPMENT (OD)

- NPS' Training & Development (T&D) Community began an Organizational Development process with its annual meeting in Glenden Beach, Oregon in March 2001. Seventy people representing all levels of NPS T&D and its partners laid the foundation for Real Time Strategic Change through a week-long System-Wide Action Planning workshop. A Strategic Implementation

Steering Committee is in place and tasked with molding the products from April 2001 into a new reality by late spring 2002.

PLANNING, DESIGN, AND CONSTRUCTION (PDC)

- The *LEED (Leadership in Energy and Environmental Design)* was the first course of its type offered to NPS employees that provided sustainability related criteria and guidelines to apply to facility development. This course was held in partnership through an interagency agreement with the Department of Energy (DOE). In addition, the NPS partnered with the DOE on *Designing Low Energy Buildings with Energy 10*.
- The *Construction Management for Superintendents* training was initiated during FY99 and has evolved into a highly successful course in FY01. Featuring a hands-on, practical approach, the course addresses general project management, the budget process, construction funding, planning and design processes, contracting and construction management, as well as the post-construction process.

RECREATION & CONSERVATION PROGRAMS (R&C)

- It is important that all employees gain a heightened awareness of how cultural assumptions impact our ability to communicate, and learn what steps can be taken to improve our intercultural communication skills. The first step requires more understanding of how to engage diverse communities. Through participation in the “Crossing Cultural Boundaries” (made possible with training funds), many staff gained an enhanced awareness of how cultural assumptions impact our ability to communicate, and were able to discuss the diverse points of view regarding what conservation and recreation mean among different segments of the population.
- The River Management Workshop was a fantastic way to highlight the work the NPS has been doing in the field of river management. In addition to all the information, techniques and tricks we learned from the other agencies at the workshop, we were able to showcase the tools the NPS has been perfecting. The workshop was a wonderful opportunity for the NPS to partner with the River Management Society and the Minnesota Department of Natural Resources.
- Through assistance from national training funds, this year’s Annual Midwest Region Land and Water Conservation Fund Grants Workshop took place at Albright Training Center in the Grand Canyon. The workshop was attended by grant administrators from 23 States and these partners were given the opportunity to utilize the excellent facilities at Albright and witness the wonders of the Grand Canyon. The Albright staff went out of their way to accommodate those in attendance.

SUPERVISION, MANAGEMENT, AND LEADERSHIP (SML)

- Three courses pertaining to performance and conduct management were developed for and delivered via TEL technology.
- SML partnered with US Fish and Wildlife Service to deliver two iterations of “Supervision: The Next Step” for NPS employees.

TECHNOLOGY ENHANCED LEARNING (TEL)

- TEL Stations were installed in 42 sites across the service, providing access to 32% of the total FTE in the National Park Service. An additional 56 TEL Station installations were begun which when completed will reach 67% of the total FTE. Completion is expected by the end of the first quarter.
- Delivered or partnered in 32 events during the inaugural year of TEL training delivery.

UNIVERSAL COMPETENCIES (UC)

- Retirement Planning for new employees was offered for the first time.
- NPS Fundamentals Curriculum won approval and support, so that beginning in FY 01 *all* new employees will participate in NPS Fundamentals.

VISITOR USE MANAGEMENT (VUM)

- Visitor Use Management career field sponsored 26 training events for 485 employees producing 1,805 Servicewide training units.
- In FY 2001, the NPS partnered with the U.S. Air Force to enroll NPS employees in the USAF National SAR School. It advertised and recruited for 8 sessions of the “Inland Search and Rescue” Course, providing basic search training to 26 NPS employees.
- In FY 2001, 51 EMS/EMT Coordinators attended a week long National Training Conference for NPS Emergency Medical Coordinators, the first national gathering of medical practitioners and park emergency personnel for Servicewide training ever held.

Regions and Service Centers

INTERMOUNTAIN (IMR)

- Began Phase I of a multi-phase partnership initiative with the University of Denver to establish a National Parks Center for Sustainable Conservation Ethics. There are 4 primary objectives for the Center, one of which is to create, facilitate and implement educational and training programs related to sustainability in parks.
- Conducted a Regionwide survey of training needs for FY01-02.
- Established a Human Resources Executive Committee (comprised of Regional Director and Deputies) to oversee a Regional strategy for human resource initiatives, including recruitment, Equal Opportunity, quality of work life issues and employee and organization development.

NATIONAL CAPITAL (NCR)

- Adult Literacy Program continued with outreach and partnership with Loudoun Literacy Council. Twelve tutors were recertified and a formal assessment for the NCR Adult Literacy Program was completed.
- Supervisory/Managerial Training has reached 21% more managers over the last decade. Biannual Supervisory Training Reports for NCR reflect progress in significantly reducing the remaining delinquencies in mandatory training for supervisors and managers.

SOUTHEAST (SER)

- The second Southeast Region Career Internship program graduated five Interpretive Park Rangers. Interns filled positions at New Orleans Jazz National Historical Park, Natchez Trace Parkway, Natchez National Historical Park, Martin Luther King National Historic Site, Shiloh National Military Park, and Kennesaw Mountain National Battlefield Park. The one-year program, which ended in February, provides the Southeast Region with ten regionally trained interns. The program continues to be a success from recruitment, training and retention perspectives.
- The collaboration of Equal Opportunity and Diversity Programs and Employee Development designed a yearlong diversity and supervisory training program. Supervisors and managers met each quarter to learn about New Century Leadership Skills, EEO for Supervisors, Diversity for Executives and Meeting Challenges Collectively. The employees met each quarter to discuss Managing Your Boss, Creating New Century Opportunities and How to Work in a Diverse Environment post September 11, 2001.

PACIFIC WEST (PWR)

- An integrated Resource Stewardship and Protection curriculum of six courses was developed and endorsed by the region and recommended for Servicewide implementation by the National Ranger Activities Council.
- Golden Gate National Recreation Area hosted its third *In-Park Partnership Workshop* this year for participants throughout the Service and other agencies.
- The PWR course *Writing Proposals for Resource Stewardship Funding* was presented in this and other regions.

APPENDIX A: TRAINING & DEVELOPMENT GPRA GOALS
(from 5th Revision, July 28, 1997)

Long-term Goal 1 (Servicewide Long-term Goal IVa2): By 9/30/2002, 100% of employees within the 16 key occupational groups have essential competency needs identified for their positions.

- **IVa2. FY 1998 Servicewide Annual Goal:** By 9/30/1998, 10% of employees (permanent and term) have participated in Servicewide training and development needs assessments.
- **IVa2. FY 1999 Servicewide Annual Goal:** By 9/30/1999, 25% of employees (permanent and term) have participated in Servicewide training and development needs assessments.
- **IVa2. FY 2000 Servicewide Annual Goal:** By 9/30/2000, 50% of employees (permanent and term) have participated in Servicewide training and development needs assessments.
- **IVa2. FY 2001 Servicewide Annual Goal:** By 9/30/2001, 75% of employees (permanent and term) have participated in Servicewide training and development needs assessments.

ACHIEVED: Although this goal has been updated in the new NPS Strategic Plan for 2001-2005 (see end of this section), it is important to note that it was met as conceived and outlined in FY 1997. Twelve NPS Career Fields have conducted formal needs assessments covering over 80% of the workforce. In fact, many employees participated in more than one needs assessment depending on their job classification.

- **IVa2. FY 2002 Servicewide Annual Goal:** By 9/30/2002, 100% of employees (permanent and term) have participated in Servicewide training and development needs assessments.

****** The following are all Servicewide Core Mission Goals I, II, and III***

Long-term Goal 2: By 9/30/2002, 80% of the Servicewide training and development program has increased (contributes to) employee achievement of the essential competencies in the 16 career fields.

- FY 1998 Annual Goal: By 9/30/1998, 10% of the Servicewide training and development program has increased employee achievement of the essential competencies.
- FY 1999 Annual Goal: By 9/30/1999, 20% of the Servicewide training and development program has increased employee achievement of the essential competencies.
- FY 2000 Annual Goal: By 9/30/2000, 40% of the Servicewide training and development program has increased employee achievement of the essential competencies.
- FY 2001 Annual Goal: By 9/30/2001, 60% of the Servicewide training and development program has increased employee achievement of the essential competencies.

ACHIEVED: The equivalent of seventy-nine percent of the NPS permanent workforce, or 13,209 NPS employees out of 16,690, participated in the Servicewide Training & Development Program in FY 2001. All Servicewide T&D Programs are built around the essential competencies for the various NPS Career Fields.

- FY 2002 Annual Goal: By 9/30/2002, 80% of the Servicewide training and development program has increased employee achievement of the essential competencies.

Long-term Goal 3: By 9/30/2002, 10% of the NPS workforce participates in educational and developmental experiences beyond their essential competency training needs.

- FY 1998 Annual Goal: By 9/30/1998, a tracking system is developed to identify the baseline needed to measure accomplishment of this long-term goal.
- FY 1999 Annual Goal: By 9/30/1999, baseline data is gathered and entered into the tracking system developed in FY 1998.
- FY 2000 Annual Goal: By 9/30/2000, 2% of employees have participated in educational and developmental experiences beyond their essential competency training needs.
- FY 2001 Annual Goal: By 9/30/2001, 5% of employees have participated in educational and developmental experiences beyond their essential competency training needs.

ON HOLD: Until a Servicewide or Departmental tracking system is in place, it is not possible to report the results of this goal. The goal has probably been attained several times over the benchmark, but there is no reliable tracking system currently in place to allow the outcomes to be reported. The NPS Training & Development Program is examining two tracking systems used by other Federal agencies and hopes to adapt and implement one of them by FY 2003.

- FY 2002 Annual Goal: By 9/30/2002, 10% of employees have participated in educational and developmental experiences beyond their essential competency training needs.

Long-term Goal 4: By 9/30/2002, 15% of Servicewide training and development opportunities are delivered by alternative learning methods to increase cost-effectiveness.

- FY 1998 Annual Goal: By 9/30/1998, 3% of Servicewide training and development opportunities are delivered by alternative learning methods.
- FY 1999 Annual Goal: By 9/30/1999, 6% of Servicewide training and development opportunities are delivered by alternative learning methods.
- FY 2000 Annual Goal: By 9/30/2000, 9% of Servicewide training and development opportunities are delivered by alternative learning methods.
- FY 2001 Annual Goal: By 9/30/2001, 12% of Servicewide training and development opportunities are delivered by alternative learning methods.

ACHIEVED: Alternative learning methods include a multitude of delivery methods other than traditional classroom training courses, such as Internet-based training, satellite transmissions, correspondence courses, and on-site programs by sanctioned park and regional training teams. In FY 2001, the Servicewide Training & Development Program held 492 events. Of these, 137 events, or 28%, were delivered by alternative learning methods.

- FY 2002 Annual Goal: By 9/30/2002, 15% of Servicewide training and development opportunities are delivered by alternative learning methods.

Long-term Goal 5: By 9/30/2002, training and development opportunities with government and private sector partners, existing in FY 1997, are increased by 50% to facilitate an exchange of information and strategies.

- FY 1998 Annual Goal: By 9/30/1998, training and development opportunities with partners are increased by 10%.
- FY 1999 Annual Goal: By 9/30/1999, training and development opportunities with partners are increased by 20%.

- FY 2000 Annual Goal: By 9/30/2000, training and development opportunities with partners are increased by 30%.
- FY 2001 Annual Goal: By 9/30/2001, training and development opportunities with partners are increased by 40%.

ACHIEVED: In FY 1998, the Servicewide Training & Development Program had eleven formal partnerships with various organizations. That has increased to over twenty formal cooperative arrangements, more than an 80% increase in three years.

- FY 2002 Annual Goal: By 9/30/2002, training and development opportunities with partners are increased by 50%.

Long-term Goal 6: By 9/30/2002, an evaluation system is in place to track and monitor the improved employee performance and return on investment for 20% of the employee training and development events.

- FY 1998 Annual Goal: An evaluation system is established to gather and compile the baseline data needed to measure accomplishment of this long-term goal.
- FY 1999 Annual Goal: By 9/30/1999, 5% of the employee training and development events are tracked and monitored for improved performance and return on investment
- FY 2000 Annual Goal: By 9/30/2000, 10% of the employee training and development events are tracked and monitored for improved performance and return on investment.
- FY 2001 Annual Goal: By 9/30/2001, 15% of the employee training and development events are tracked and monitored for improved performance and return on investment.

ACHIEVED: Formal competency assessment programs have been established in the following NPS Career Fields: ADM, F&A, HPS, INT, LE, MNT, RSK, SML, UC, and VUM. Although hard numbers are not available, it is estimated that at least 20% of the Servicewide Training & Development Program is tracked and monitored for improved performance and return on investment.

- FY 2002 Annual Goal: By 9/30/2002, 20% of the employee training and development events are tracked and monitored for improved performance and return on investment

Over 435
interpretive
products were
submitted to the
Interpretive
Competency
Assessment
Program for peer
review in FY 2001.

Long-term Goal 7: By 9/30/2002, 95% of targeted universal and essential competencies are achieved by Servicewide Intake Program graduates.

- FY 1998 Annual Goal: By 9/30/1998, Intake Program graduates achieve 80% of their universal and career essential competencies.
- FY 1999 Annual Goal: By 9/30/1999, Intake Program graduates achieve 85% of their universal and career essential competencies.
- FY 2000 Annual Goal: By 9/30/2000, Intake Program graduates achieve 90% of their universal and career essential competencies.
- FY 2001 Annual Goal: By 9/30/2001, Intake Program graduates achieve 93% of their universal and career essential competencies.

ACHIEVED: The Intake Class of 2001 graduates achieved 95% of their universal and career essential competencies.

- FY 2002 Annual Goal: By 9/30/2002, Intake Program graduates achieve 95% of their universal and career essential competencies.
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National Park Service
FY 2000—FY 2005

Goal Category IV—Ensure Organizational Effectiveness

Mission Goal IVa: *The National Park Service uses current management practices, systems, and technologies to accomplish its mission.*

Long-term Goal IVa3: Workforce Development and Performance:

IVa3A—100% of employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies.

IVa3B—95% of NPS employees demonstrate that they fully meet their competency requirements.

“This goal directly connects individual performance to organizational outcomes by linking performance agreements with annual performance goals. Performance agreements and standards are tied to the essential competencies required for individual employees to meet the goals effectively and efficiency.”

CURRENT STATUS: The Servicewide Training & Development Program will evaluate this new and revised Service Long-term Goal and update and amend its Program Long-term Goals for FY 2001—FY 2005 accordingly.

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APPENDIX B:

NPS CAREER FIELDS AND SPECIAL PROGRAM ABBREVIATIONS

Table 1: NPS Career Fields and Special Program Abbreviations

Abbreviation	NPS Career Fields and Special Programs
ADM	Administration & Office Management Support
CRS	Cultural Resources Stewardship
F&A*	Fire & Aviation Management (*FY 1998 & FY 2000 data not available) (*Funding through Line-Item Funds—no Servicewide T&D Funds)
HPS	Historic Preservation Skills & Crafts
INF**	Information Management (**FY 1998—FY 2000 data not available)
INT	Interpretation, Education, & Cooperating Associations
LE	Law Enforcement & Resource Protection
MNT	Maintenance
NRS	Natural Resources Stewardship
OD	Organizational Development
PDC	Planning, Design, & Construction
R&C	Recreation & Conservation Programs
RSK	Risk Management (Occupational Health & Safety)
SF	Specialty Fields (Includes Concession Management, International Affairs, Land Acquisition, Legislative Affairs, Public Affairs, Writer/Editor)
SML	Supervision, Management, & Leadership
UC	Universal Competencies
VUM	Visitor Use Management
INTAKE	Servicewide Intake Trainee Program
NPS-NCTC	National Park Service—National Conservation Training Center Programs
TEL	Technology Enhanced Learning

Table 2: NPS Training Center Abbreviations

Abbreviation	NPS Regions and Service Centers
CTC	Capital Training Center
HPTC	Historic Preservation Training Center
HOAL	Horace M. Albright Training Center
FLETC	NPS-Federal Law Enforcement Training Center
NIFC	National Interagency Fire Center
STMA	Stephen T. Mather Training Center
NPS-NCTC	NPS-National Conservation Training Center

Table 3: NPS Regions and Service Center Abbreviations

Abbreviation	NPS Regions and Service Centers
AR	Alaska Region
IMR	Intermountain Region
MWR	Midwest Region
NCR	National Capital Region
NER	Northeast Region
PWR	Pacific West Region
SER	Southeast Region
DSC	Denver Service Center
HFC	Harpers Ferry Center

APPENDIX C:

***THE CRYSTAL OWL AWARDS for TRAINING &
DEVELOPMENT EXCELLENCE—FY 2001***
**The Servicewide Training & Development Program
National Park Service**

The Crystal Owl Awards for Training & Development Excellence recognized outstanding contributions to the National Park Service Training & Development Program in FY 2001.

Eight individuals received the Crystal Owl Award in FY 2001. Each made a long-term contribution that made a positive impact in the training and development of employees across the National Park Service or completed a key project that clearly impacted the training and development of Service employees in a major, positive manner.



Two teams of employees received the Crystal Owl Team Award in FY 2001. Each team completed and implemented a key project that clearly impacted the training and development of National Park Service employees in a major, positive manner. Each member of the team made a significant contribution.

A new category—the Crystal Owl Partnership Award—was established in FY 2001. One NPS partner received this first ever award. Like the team award, a partner must work with the Service to complete and implement a key project that clearly impacts the training and development of NPS employees in a major, positive manner.



A premium crystal blank from the Fenton Glass Company in Williamstown, West Virginia, depicting the individual owl or team of owls were presented to each person. Owls were chosen to symbolize these awards due to their association with wisdom.

A Crystal Owl Awards Honor Roll is maintained on the National Park Service Learning Place Website. Information about the nomination process is also posted there. The Servicewide Training & Development Community is truly grateful to the individuals and teams for the work they performed to receive these awards. The Crystal Owl Honor Awards Honor Roll for FY 2001 follows.

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CRYSTAL OWL AWARDS HONOR ROLL—FY 2001

Date	Recipient	Award Type	Location
Nov, 2000	PHIL HECKMAN	Team	Bryce Canyon National Park
	JULIE NAGLE	Team	Pacific Great Basin Support Office
	AMY ROBERTSON	Team	Redwood National & State Parks
	MARTY SUTHERLAND	Team	Midwest Region
	PEGGY WOODWARD	Team	Stephen T. Mather Training Center
	SUE ZURYBIDA	Team	Northeast Region

"This instructor team has delivered six offerings of the course, 'Fundamentals Principles of Administration.' This group conducted training for over 175 administrative employees Servicewide. The evaluations for each of the courses consistently were outstanding with many comments from participants that this was the best training they had ever received. Their knowledge, dedication, energy, and commitment have shown through in each course they have conducted."

Nov, 2000	ROBERT K. SUTTON, Ph.D.	Individual	Manassas National Battlefield Park
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"This nomination...is based on significant contributions recently conceived, planned, and implemented by Dr. Sutton. It began...with a symposium called 'Rally On the High Ground: National Park Service Symposium on Strengthening Interpretation of the Civil War Era'...and ended with training called 'Institute on Interpretive Program Development for Civil War Battlefields' for front-line Civil War site interpreters. Interpreters who participated in these seminars were challenged to broaden their own programs to include more than just tactical movements and Civil War leaders. Future visitors to Civil War sites will benefit from the expanded interpretive programs. They will begin to include how and why the war began, the social and economic context—slavery, industrialization, the demographics of war, and the relationship to western history."

Jan, 2001	LORAN FRASER	Individual	Office of Policy, National Park Service
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"Mr. Fraser's support of the training and employee development program has consisted of significant accumulative contributions and has been of major positive impact for employees throughout the Service. He is quick to realize the tremendous training opportunities afforded his staff as well as the great need throughout the Service for Policy Training. He now is assuring that critical training in Policy is being provided in the newly instituted NPS Fundamentals Course. Mr. Fraser was a key contributor to the Natural Resource Challenge and its training and employee developmental objectives. He fully understands the significance of a learning organization particularly in his key role in working with the Directorate".

Mar, 2001	EDWARD D. CARLIN	Individual	NPS Training & Development
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"In his five years as Leader of the NPS Training & Development Program, Ed Carlin has made significant contributions...that will have lasting importance to the Service and its employees. As an active member of the workgroup that designed the NPS Employee Training & Development Strategy in 1994-1995, Carlin created an Administration Training Manager position description which served as the model for all NPS Training Manager positions. He has overseen implementation of the Strategy and provided leadership to set far-reaching programs into action including: doubling the size of and funding for the Servicewide Intake Trainee Program; establishment of the Mid-Level Development Program; initiation of a Technology Enhanced Learning program; publishing an annual NPS Training & Development Events Catalog, and offering over 1,770 training events for 40,000+ NPS employees."

Mar, 2001	JAMES M. RIDENOUR	Individual	Eppley Institute for Parks & Public Lands Indiana University
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And

Mar, 2001	EPPLEY INSTITUTE FOR PARKS & PUBLIC LANDS	Partnership	Indiana University
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"After completing his Directorship of the National Park Service (1989-1993), James M. Ridenour returned to his home state of Indiana and established the Eppley Institute for Parks & Public Lands in The School of Health, Physical Education, & Recreation under the Department of Recreation & Park Administration at Indiana University. The mission of the Eppley Institute is "to encourage quality recreation and educational experiences for people while providing for the protection of natural and cultural resources."

In September, 1995, Ridenour and the Eppley Institute presented a proposal to the NPS Training & Development Community entitled A Partnership...Indiana University and the National Park Service. Then in March, 1997, through the Eppley Institute, Ridenour sponsored a major weeklong "Training & Technology" Seminar for the National Park Service Training & Development Community on the Indiana University Campus in Bloomington. Over fifty NPS training and development personnel attended and were introduced to a whole series of topics involving technology and long distance learning. Out of that meeting, a partnership grew between the Eppley Institute and various NPS training programs.

Both the Eppley Institute and Jim Ridenour have been instrumental over the past six years in making these great strides that benefit the National Park System, the resources entrusted to the NPS, the publics who visit National Parks, and NPS employees."

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CRYSTAL OWL AWARDS HONOR ROLL—FY 2001

Date	Recipient	Award Type	Location
Mar, 2001	THOMAS L. DAVIES	Individual	Philadelphia Support Office

"Since Tom Davies began his position as Philadelphia Support Office interpretive specialist, he has continuously and consistently worked toward teacher field personnel how to upgrade their interpretive media products. He has taught workshops on writing, desktop publishing, and design for many years...Tom took great initiative in helping parks to implement the NPS website policy in the field. He devised and instructed courses to teach individuals how to use software to design expanded web pages. From 1996 through 2000, Tom taught seventeen separate web design courses with about 160 participants in the Northeast Region...the relationship between participant and teacher does not end when the course is over. His personal initiative and consistent effort in teaching website design is unrivaled in the Service."

May, 2001	J. T. REYNOLDS	Individual	Grand Canyon National Park
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"Mr. Reynolds' work in the training and employee development program has consisted of significant accumulative contribution and has been of major positive impact for employees Servicewide. His first experience as an instructor at the Horace M. Albright Training Center came early in his career. Later, he returned to further serve as an instructor sharing his knowledge with employees in all career fields. Most recently, as Deputy Superintendent of Grand Canyon National Park, he realized the tremendous training opportunities afforded his staff through the Albright Training Center. He not only encouraged staff participation in courses being offered at the training center, he also fully utilized the center by supporting the development of a number of courses and workshops for Grand Canyon staff. Mr. Reynolds' overall involvement in and support of the training community, his dedication and desire to make available the very best of training to every employee throughout the Service, warrants his this special award."

Mar, 2001	DOUGLAS HICKS	Individual	Historic Preservation Training Center
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"Douglas Hicks is nominated for an individual Crystal Owl Award based upon his continual support and contributions to the training mission of the NPS and particularly for his support of the Historic Preservation Training Center. He is one of the core instructors at the PAST training workshops, including serving on the Trainee Certification Panel. Doug's unique ability to take a complicated technical subject and break it down into easier to understand terms has provided the foundation of learning that has benefited hundreds of NPS maintenance employees."

Aug, 2001	Dr. "BERT" PHILLIPS	Individual	NPS Training & Development
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"Dr. Phillips has been most instrumental with helping the training community to organize themselves and served on the task force that helped evolve the current training strategy. He worked with and provided workshops for members of the training community and members of the service that are in some way involved with organization activities. Dr. Phillips has also been an advisor and consultant on a personal basis to key individuals of the Service outside the training community. His efforts with all parties have always been focused on making the National Park Service a model agency for how the organization interacts with its employees and how the structure of the organization affects the culture of the Service"

Sep, 2001	JANET KACKSTETTER	Team	Lake Roosevelt NRA
	LeANN CAUTHEN	Team	Cape Hatteras National Seashore
	TRISH KICKLIGHTER	Team	Shenandoah National Park
	DONNA METTLER	Team	Mt. Rainier National Park
	MARTY SUTHERLAND	Team	Midwest Regional Office
	JoANN UNRUH	Team	Capitol Reef National Park
	MIMI WOODWARD	Team	George Washington Birthplace NM

"Introduction to Park Program Management is the longest running course in the history of the NPS. It started as a maintenance-based budgeting course and quickly grew to encompass all disciplines in the organization. Fiscal Year 2001 saw the 32nd year of providing this critical training to NPS employees. The Regional Lead Instructors conducted 37 IPPM classes from 1999-2001. They trained over 900 employees in effective budget and programming processes. Each Regional Lead Instructor is responsible for scheduling, setting up training site locations and making logistical arrangements, selection of participants and contracting the instructor teams in each of the Regions for participation in conducting this course. The Leads meet every two years to conduct a complete curriculum review of the course content to ensure it is current and contains up-to-date information. The impact of the effectiveness of employees throughout the NPS to have a better understanding and ability to manage their budgets is positively impacted by the delivery of this training. Their outstanding work merits a Crystal Owl Team Award."

NATIONAL PARK SERVICE EMPLOYEE TRAINING & DEVELOPMENT
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APPENDIX D:
REGIONAL & SERVICE CENTER OUTPUTS, FY 1999-FY 2001

	EVENTS			TRAINEES			TRAINING UNITS		
	Parks	Regional Office or Service Center	Combined Parks & Reg'l Office	Parks	Regional Office or Service Center	Combined Parks & Reg'l Office	Parks	Regional Office or Service Center	Combined Parks & Reg'l Office
AR—FY 1999		18		359			1,033		
AR—FY 2000									
AR—FY 2001									
IMR—FY 1999	331	40	371	7,665	743	8,408	20,170	2,098	22,268
IMR—FY 2000	689	46	735	10,151	737	10,888	20,811	1,940	22,751
IMR—FY 2001	571	32	603	7,252	1057	8309	10,469	3,681	14,150
MWR—FY 1999									
MWR—FY 2000									
MWR—FY 2001									
NCR—FY 1999			120			4,522			7,906
NCR—FY 2000			582			4,731			8,381
NCR—FY 2001			361			5,272			11,493
NER—FY 1999		30		841			1,819		
NER—FY 2000		46		1,175			3,169		
NER—FY 2001		68		1,127			3,573		
PWR—FY 1999		67		1,696			5,282		
PWR—FY 2000									
PWR—FY 2001									
SER—FY 1999			47			1,024			2,474
SER—FY 2000			171			2,092			4,429
SER—FY 2001			379			2,849			11,319
DSC—FY 1999		24		972			1,581		
DSC—FY 2000		92		1,114			2,011		
DSC—FY 2001									
HFC—FY 1999		87		293			1,023		
HFC—FY 2000		69		849			1,955		
HFC—FY 2001									

Note: Some Regions report both Regional and Park T&D outputs, while others report only Regional activities. Also, some Regions combine the Regional and Park outputs while others separate them. This chart reflects the various ways the information is reported.

APPENDIX E:

CAREER FIELD & SPECIAL PROGRAM SUMMARIES